Draft Subject to Sponsor Approval

Rural California / Oregon
Advanced Transportation Systems Project

*(Northern California/Southern Oregon Rural Intelligent Transportation Systems
Area-wide Travel and Safety Improvement Project)*

Regional Stakeholder Partnership Business Plan
Working Paper

Prepared for:

California Department of Transportation
Oregon Department of Transportation

and

Federal Highway Administration,
United States Department of Transportation

Prepared by:

Western Transportation Institute
Montana State University – Bozeman

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Executive Summary

The purpose of this working paper is to provide Rural California/Oregon Advanced Transportation Systems (COATS) stakeholders a plan by which business decisions may be based and an organizational structure to support those decisions. The COATS Business Plan contains information on the project objectives, management structure and decision making process, "early winner" project selection criteria and stakeholder outreach needs.

The following business plan and management structure provides a framework for policy, process and action among the public and private jurisdictions involved. The organizational structure is arranged to maximize the group's ability to meet its objectives and to minimize bureaucratic impediments, which sometimes result in large groups representing numerous jurisdictions and interests. In order that each of the policy, technical and stakeholder interests are represented the following roles and responsibilities are proposed (Table i).

Table i: COATS Organizational Roles and Responsibilities

Organization	Role and Responsibility	Leader	Frequency of Meeting
Governing Board	• Policy guidance on issues that exceed Steering Committee authority and politically sensitive matters. • Issues relating to agency roles/ responsibilities, funding sustainability, and marketing.	• Governing Board Chairperson	• 4 – 6 months (or as needed)
Steering Committee	• Provide strategic direction and oversight • Review project progress • Review project deliverables, including technical memoranda and reports • Participate in project workshops • Provide input and guidance to the WTI, MSU • Ensure that available funds are programmed for short and long-term ITS demonstrations, operations, and maintenance • Encourage community participation • Review new technologies and concepts	• Steering Committee Chairperson and Co-Chairperson from CA and OR • Executive Director (liaison and contract manager) Vice Executive Director from CA and OR	• Approx. every 2 months
Regional Teams	• Build regional public/ private stakeholder consensus • Identify "friends of the committee" • Assist with identifying regional needs • Participate in workshops • Advise Steering Committee	• Caltrans, ODOT or WTI will facilitate	• As needed
Task Force(s)	• Provide detail investigation on specific issues • Potential areas include, but are not limited to Operations, Partnerships, Finance and Policy	• TBD	• As needed

Introduction

The Northern California and Southern Oregon Rural Intelligent Transportation Systems Areawide Travel and Safety Improvement Project, known as the Rural California and Oregon Advanced Transportation Systems (COATS) Project, is a bi-state effort. The Project is undertaken to research and develop Intelligent Transportation Systems (ITS) in a rural environment. A key element of this effort will be to adopt strategies that will lead to the use of ITS to enhance safety; improve the movement of people, goods, services and information; increase travel information and promote trip enhancement; and subsequently promote the economic development of the bi-state region. Critical to this effort will be the identification of necessary partnerships and funding sources to implement, operate and maintain ITS.

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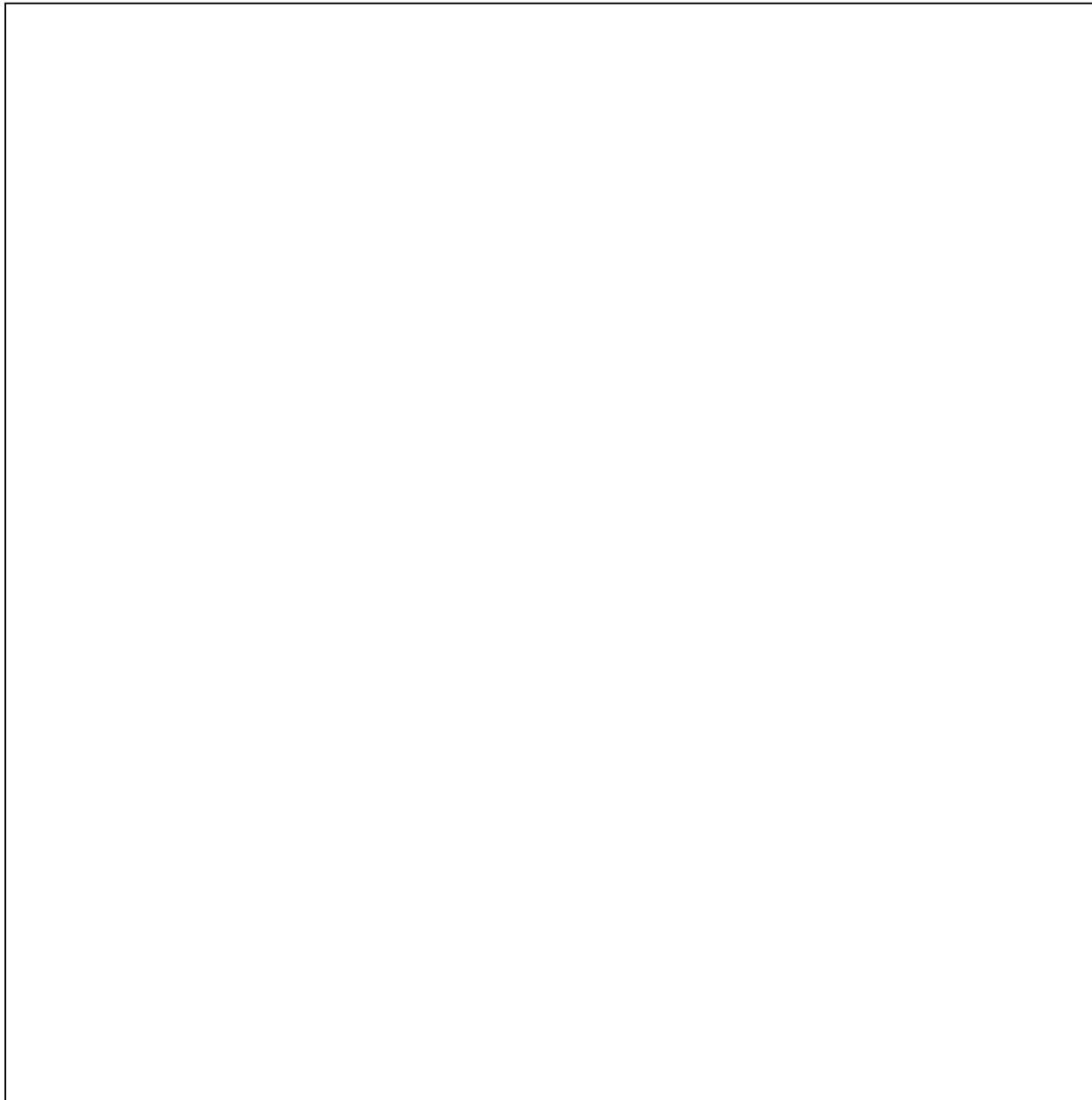
Figure 1. Study Area

1   Project Objectives

1.1   Preliminary Vision

Effective ITS demonstration requires commitment and a shared vision. The vision is the logical starting point for developing an architecture or framework, and is the component that drives all other goals, objectives and project development. The vision statement provides a description of the likely transportation system in the next 5, 10 and 20 years based on the National ITS Architecture. The vision identifies the ITS User Services that the transportation system is to provide. A more detailed vision that describes how a fully deployed and integrated ITS system will operate in the study area will be prepared in future Tasks and will allow all stakeholders to understand how each incremental investment is building the vision.

A draft vision statement is as follows:

"The California/Oregon Advanced Transportation Systems (COATS) Project is a cooperative bi-state, public-private sector project designed to develop a comprehensive ITS to address unique rural regional and local transportation challenges."

The Rural COATS Project can serve as a catalyst for agency leadership in ITS through research, demonstration, evaluation, and training. The project will also increase the knowledge and understanding of issues of the respective agencies, incorporate a philosophy of "acting locally, but thinking regionally" in their transportation decisions, and give the traveling public state-of-the-art mobility and real-time information.

1.2   Mission Statement

The mission statement addresses the goals and objectives of the desired transportation system in the Northern California/Southern Oregon study area.

The Rural COATS project will serve to focus member agencies' on a seamless, state-of-the art, multi-modal transportation network benefiting travelers, goods movement, economic activity, and transportation operators in California and Oregon. Through communication and cooperation, the COATS project, and its partnership coalition, will serve as an information clearinghouse to provide for, 1) effective and efficient ITS development, demonstration, and delivery, and 2) the promotion of safety, mobility, trip enhancement, and environmental quality.

1.3   Goals and Objectives

The following goals and objectives support the vision and mission for the Rural COATS project. Note that the pursuit of the individual goals and objectives is dependant on the specific study area challenges, the project selection process and future decisions. The project participants may determine that any one of the following goals are not relevant, or are not a high enough priority, to be considered further.

Goal #1. Improve the safety and security of the region's rural transportation system

Objectives:
- Provide sustainable traveler information systems that collect and disseminate credible, accurate "real-time" information.

- Provide systems that advise regional transportation system users of slow-moving vehicles, obstructions and road and weather conditions.

- Provide systems that advise unfamiliar motorists of alignment and speed conditions, tourist attractions, services, construction, weather, and the ability to request assistance.

- Coordinate public fleet responses to unsafe conditions (weather, incidents, detour routes) and provide for improved regional movement.

- Reduce the severity of vehicle accidents and their related fatality rates through improved notification and response times.

- Reduce exposure to unsafe driving situations through motorist aid devices.

- Provide improved methods for commercial vehicle monitoring, and hazardous material identification.

Goal # 2. Enhance personal mobility and accessibility to services and enhance convenience and comfort of motorists traveling in and through Northern California/Southern Oregon.

Objectives:
- Increase public awareness of public transportation alternatives to and within the states.

- Encourage and provide incentives for increased transit utilization.

- Expand information availability for tourist areas and services.

- Coordinate transit services to State or National Parks.

- Provide parking information to reduce internal State or National Park congestion.

Goal # 3. Increase operational efficiency and productivity focusing on system providers.

Objectives:
- Collect, process and share data between local, state, and federal agencies to increase efficiency and resources utilization.

- Provide automated notification of conditions that may impact operations and maintenance of regional roadways to improve resource management and allocation.

- Improve communication system capabilities to provide for increased coordination of services (i.e. radio, wire-line/wireless).

Goal # 4. Enhance economic productivity of individuals, businesses and organizations.

Objectives:
- Develop projects that address local needs and provide for national "showcase".

- Improve identification of goods, services, and opportunities in regional communities (e.g., en-route information, transportation service information, etc.)

- Provide mechanism by which tourism industry, transportation and transit services can work more closely together.

- Provide opportunity for commercial vehicles and goods to be moved more efficiently (i.e. pre-clearance systems).

Goal # 5. Reduce energy consumption, environmental costs and negative impacts.

Objectives:
- Improve response time to hazardous material incidents.

- Promote and encourage the use of alternative fuels and the use of transit in the State and National Parks.

Goal # 6. Develop and foster long-term partnerships that will result in the demonstration of ITS initiatives and traditional solutions that address rural needs of the region.

Objectives:
- Establish formal and informal opportunities to inform public and private sector decision-makers on initiatives for the COATS project and gain support for ITS efforts from key stakeholders.

- Facilitate a technical and financial group for the promotion of partnership projects.

- Develop opportunities for public- private partnerships for operations and maintenance.

Goal # 7. Ensure compatibility with statewide and national ITS initiatives.

Objectives:
- Coordinate Northern California/Southern Oregon project with statewide efforts.

- Provide for technology transfer between state agencies.

Goal # 8. Incorporate ITS into the State Transportation Improvement Program planning and programming efforts.

Objective:
- Provide for the incorporation of advanced technology applications to be considered in the Transportation Improvement Plan and Program processes.

2 Business Plan and Management Structure

2.1 Introduction

The objective of a business plan and management structure is to provide a framework for policy development, decision making and project selection among the public and private jurisdictions involved. Establishing a management structure provides for communication of ideas and facilitates timely decision making to ensure continued stakeholder interest and advance project goals.

The organizational structure is arranged to maximize the group's ability to meet its objectives and to minimize bureaucratic impediments. In order that each of the policy, technical and financial interests are represented, the following structure is proposed.

2.2 Management Structure

The purpose of the management structure as characterized in this document is to provide for an orderly decision making process. It is important to articulate the anticipated roles of the various project participants and to document a structured decision making process to fully engage key stakeholder participation.
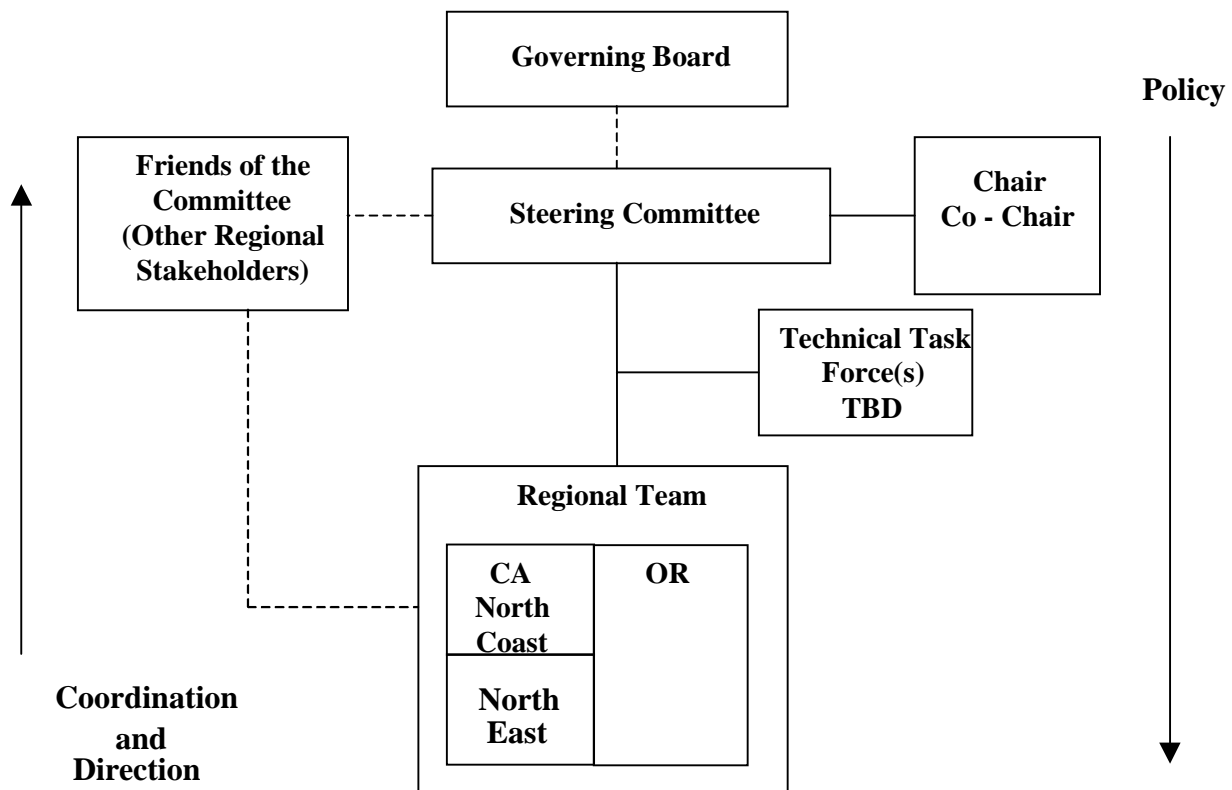
Figure 2. Organizational Structure and Relationships

As shown in Figure 2, the collective group will consist of transportation stakeholders organized essentially in four primary groups, the Governing Board, a Steering Committee, Regional Teams, and Task Forces (as needed). Their role is to create an atmosphere that will expand institutional linkages to reach consensus in researching and developing an ITS in Northern California and Southern Oregon. Additionally, their purpose is to provide an environment that will encourage ideas, outreach, and consensus; provide an opportunity to address detailed technical issues; provide a method to decide program direction, focus, and approve deliverables; and, provide long-term direction and resolve politically sensitive issues. A more detailed description of each function is described below.

2.3 Governing Board

The role of the Governing Board is to provide policy guidance for those issues that are beyond the authority of the Steering Committee. Though the Steering Committee decides the majority of technical and institutional issues, some specific and critical issues may arise that will require input above those involved at a Steering Committee level. Some of these issues relate to long-term agency roles and responsibilities, funding sustainability, marketing, and politically sensitive matters. A Governing Board consisting of the highest level managers will undertake these issues, meeting at intervals of four to six months (or as needed). Table 1 below exhibits the membership to the Governing Board.

Table 1: Governing Board Members

CALIFORNIA	*OREGON*
ROY BUSHEY Program Manager, New Technology and Research Program	ED FISHER State Traffic Engineer Oregon Department of Transportation
HAMED BENOUAR Program Manager, Caltrans Traffic Operations	MARK FORD Policy Section Manager Oregon Department of Transportation
RICK KNAPP District 1 Director	PAUL MATHER Region 3 Manager
THOM NIESEN District 2 Director	CAPT. GREG WILLEFORD State Police
ROBERT RATCLIFF California Alliance for Advanced Trans. Sys.	LANA NELSON President; ITS America, Oregon Chapter
CHIEF EL La FOND California Highway Patrol	STEVE McNAB Region 4 Manager
JEFF LINDLEY Federal Highway Administration	
PAUL PISANO FHWA/USDOT	

2.4 Steering Committee

The role of the Steering Committee is to provide strategic direction and oversight for the project. Specific functions of the Committee include:

- Review project progress

- Review project deliverables, including technical memoranda and reports
- Participate in project workshops
- Provide input and guidance to WTI
- Ensure that available funds are programmed for short and long-term ITS demonstrations, operations, and maintenance
- Encourage community participation
- Review new technologies and concepts

The Steering Committee is responsible for organizing itself, establishing rules and conducting business. The current Steering Committee members are shown in Table 2 below:

Table 2: Steering Committee Members

CALIFORNIA	*OREGON*
PAT CONROY Caltrans New Technology and Research	GALEN McGILL ITS Manager, Salem
CHERYL WILLIS Caltrans District 1	STEVE WILSON Region 4 Traffic Manager, Bend
RUSS WENHAM Caltrans District 2	DON EHRICH District 5 Manager
SPENCER CLIFTON North Coast Regional Team Representative	JIM AHO Regional Team Representative
SCOTT MAAS Northeast Regional Team Representative	TYLER DEKE Regional Team Representative
ROBERT FORREST California Highway Patrol	TED PASELK Region 3 Traffic Manger
GEORGE EDGERTON California Trucking Association	LT. JAMES MEDIGER Oregon State Police
BOB WARREN Shasta Cascade Association	JOE HUNKINS Southern Oregon Visitor's Association
JOHN THOMPSON Redwood Empire Association	SHERRIN COLEMAN Rogue Valley Transportation District
PETE SPAULDING California Assoc. for Coordinated Transportation	TORI KINNE FHWA, Region 10 (exofficio)
FRANK CECHINI FHWA, Region 9 (exofficio)	
CALIFORNIA & OREGON	
CRAIG ACKERMAN National Park Service	RENEE SIGEL Federal Lands

As shown, the Steering Committee is comprised of 17 voting and two exofficio (FHWA) representatives. The Caltrans New Technology and Research Program; ODOT; and WTI will provide staff support to the Steering Committee. It is anticipated that the Steering Committee will meet at two-month intervals.

2.4.1 Steering Committee Chairperson and Co-Chairperson

The Steering Committee will select Co-Chairpersons to represent each state. The Co-Chairpersons will act as the presiding officer over meetings held in their respective states.

After the period determined by the Steering Committee, new Chairpersons will be selected. The duties may expand as the project progresses. For example, in the event the Steering Committee determines a need to form a task force; the presiding Chairperson may be responsible for appointing task force members. The anticipated Chairperson duties include:

- Call the meeting to order.
- Review agendas.
- Preside at meetings held in the Chair's resident state.
- Move meetings forward in an orderly manner.
- State and put to vote motions.
- Announce results of the votes on motions.
- Elevate issues to the Governing Board at the request of the Steering Committee or when a consensus cannot be achieved.
- Serve as the Steering Committee representative on the Governing Board.

2.4.2 Executive Director and Vice Executive Director

The Executive Director in consultation with the Vice Executive Director operates under advisement of the Steering Committee and is responsible for contract management of the WTI. The Executive Director is an employee from the lead administrative state that controls expenditures. The Executive Director is responsible for project management, contract administration, authorizing payments and informing the Steering Committee of all project and contract progress. Agenda items will be developed through telephone contact between the Executive Directors and Steering Committee Chairpersons when issues arise or at a minimum prior to Governing Board and Steering Committee meetings.

As of March 27, 1998, California is the lead administrative state and Coco Briseno, is the Executive Director. Robert Fynn, is the Vice Executive Director.

2.4.3 Regional Teams

The role of the Regional Teams is to set ITS priorities and build regional consensus among public and private stakeholders. Each Team acts as an advisory group to the Steering Committee to bring their regional stakeholders' recommendations to the Steering Committee for inclusion in the project. Each Regional Team selects a member from their Team to formally represent their interests on the Steering Committee. The members will reach out to stakeholders in their region that are not formal members of the project, for example, transit providers, health and human service providers, intercity transportation providers, and others.

The representatives will consider project ideas, concepts, and priorities for their region and be responsible for securing regional stakeholder input to bring it to the attention of the Steering Committee. The Regional Teams may address issues relating to operations, partnerships, and policy. Some examples are:

- Traffic
- Safety
- Enforcement
- Emergency response and management

- Transit
- Fleet management
- Commercial vehicle operations
- Identification of early winner projects
- Outreach to industry, institutions, and public sector representatives

Additionally, each Team may review project deliverables, including technical memoranda and reports, and participate in project workshops.

The Teams will operate in a relatively informal network and structure and meet as often as deemed necessary in each state/region. Staff from the Caltrans New Technology and Research Program, ODOT Traffic Management Section, and/or WTI will facilitate Team meetings as necessary. Table 3 below exhibits the current membership of the Regional Teams.

<div align="center">Table 3: Regional Team Members</div>

CALIFORNIA		OREGON	
North Coast Team	Northeast Team	Team	
SUSAN MORRISON Del Norte LTC	SCOTT MAAS* Lassen LTC	JIM AHO* City Manager, Burns	TYLER DEKE* COG, Central Point
SPENCER CLIFTON* Humboldt COG	Modoc LTC	ERICK THOMPSON The Driftwood Group	TERRY COLE ODOT Region 2
PHIL DOW Lake COG/Mendocino COG	MARTIN BYRNE Plumas LTC	ROBERT SECHLER ODOT Region 3 Traffic	ART ALANIZ ODOT District 1
	JOHN STOKES Shasta LTC	LT. GORDON RENSKERS Oregon State Police	TINA WELCH US Forest Service
	TOM ANDERSON Siskiyou LTC	Jim McClellan Mayor, City of Winston	
	BARBARA O'KEEFE Tehama LTC		
	SCOTT WHITE Trinity LTC		

*Regional Team representative to the Steering Committee.

2.4.4 Task Forces

Task forces study, in detail, those areas of interest identified by the Steering Committee or Executive Board. Potential task force activities may include problem definition, private sector participation, and future program planning. Voting authority on task force issues is limited to Steering Committee member agencies. This authority may be given to an agency's Steering Committee member or a designated representative. While task force(s) and members have not yet been determined, example of possible task forces may include, but are not limited to:

- Operations Task Force
- Partnership Task Force

- Finance and Policy Task Force
- Commercial Vehicle Operations
- Tourism
- Marketing and Outreach
- Public Mobility/Transit

2.5 Management Decision Process

In order to provide context to how and what decisions may be required by the Steering Committee the following guidelines are offered.

2.5.1 Officer Selection

As discussed in previous sections, there will be various officers of the COATS project including Governing Board Chairperson, Steering Committee Co-Chairpersons, and Executive Director/Vice Executive Director. Steering Committee Co-Chairpersons will be determined through a solicitation of members, and then voted on by members at a Steering Committee meeting. Once the solicitation names have been received, the Executive Director(s) will summarize the names and provide a list of those members interested in serving as Co-Chairpersons to the Steering Committee. In turn, either Executive Director will ask for a motion to nominate a Chairperson from each state. Once the motion has been made and seconded, the Executive Director will ask for a vote.

The Governing Board may choose to select a Chairperson from among its members, or choose to have the selected Steering Committee Chair preside at Governing Board meetings.

2.5.2 Meeting Issues

During a Steering Committee meeting, issues may arise for which a consensus cannot be reached, or for which it is determined that a Governing Board decision is required. In this event the presiding Chair may request, or a member may put forward, a motion to elevate the issue to the Governing Board. If such a motion is carried, the Chair may direct the Executive Director to submit a request to the Governing Board for resolution and direction on the issue.

Likewise, an issue may arise that needs further investigation or input from interest groups outside the Steering Committee. In such cases, the Chair may request, or a member may put forward, a motion to form a special task force to investigate the issue and report back to the Steering Committee.

The Governing Board may follow similar processes.

2.5.3 Technical Report Comments

During the course of the project WTI will provide Governing Board, Steering Committee, and Regional Team members technical reports for review and comment. In the event of conflicting

direction, or when the Executive Directors cannot resolve issues, those issues will be brought before the Steering Committee for action. If a decision on the issue cannot be resolved at the Steering Committee level then it will be brought before the Governing Board.

3   Project Selection

The general goal of the COATS project is to develop a regional strategic plan that "improves rural traveler safety, convenience and mobility". In the end, the plan will consist of a set of interrelated projects that provide individual and collective, synergistic benefits. The Steering Committee will decide which projects meet their needs. The end result will be a regional ITS plan including demonstration and evaluation of "early winner" projects.

The following sections describe a regional ITS plan and related potential benefits; project implementation process and responsibilities; overall project selection process; "early winner" nomination process; and the relationship between the project and individual state's and region's transportation plans.

3.1 Overview

A regional ITS plan sets the general direction for ITS deployment based on the region's transportation needs and states' strategic plans. Its primary purpose is to develop a clear picture of what is envisioned for the region's ITS implementation, and to define a series of projects that will implement that vision. Typically, to achieve this purpose, it is necessary to review the region's goals and objectives (these may already by included in a regional transportation plan); identify stakeholders in regional ITS deployment; identify additional needs and problems; screen potential ITS solutions; determine how stakeholders can share information with each other; identify functions the ITS should perform to achieve the region's goals and objectives; describe how existing ITS components can be integrated; determine the most effective procurement strategies; develop a cost effective management, operation and maintenance plan; and describe how system performance evaluation can be used in future upgrades of ITS.

Figure 4 outlines a general process that translates regional transportation needs into candidate ITS projects for the Transportation Improvement Plan.

Some benefits of regional ITS planning include:

- Develop partnerships
- Maximize ITS investments
- Reduce costs of the overall effort
- Focus ITS solutions to transportation problems that cross multiple modes
- Better tracking and management of projects through clear and consistent direction
- Assist with managing expectations
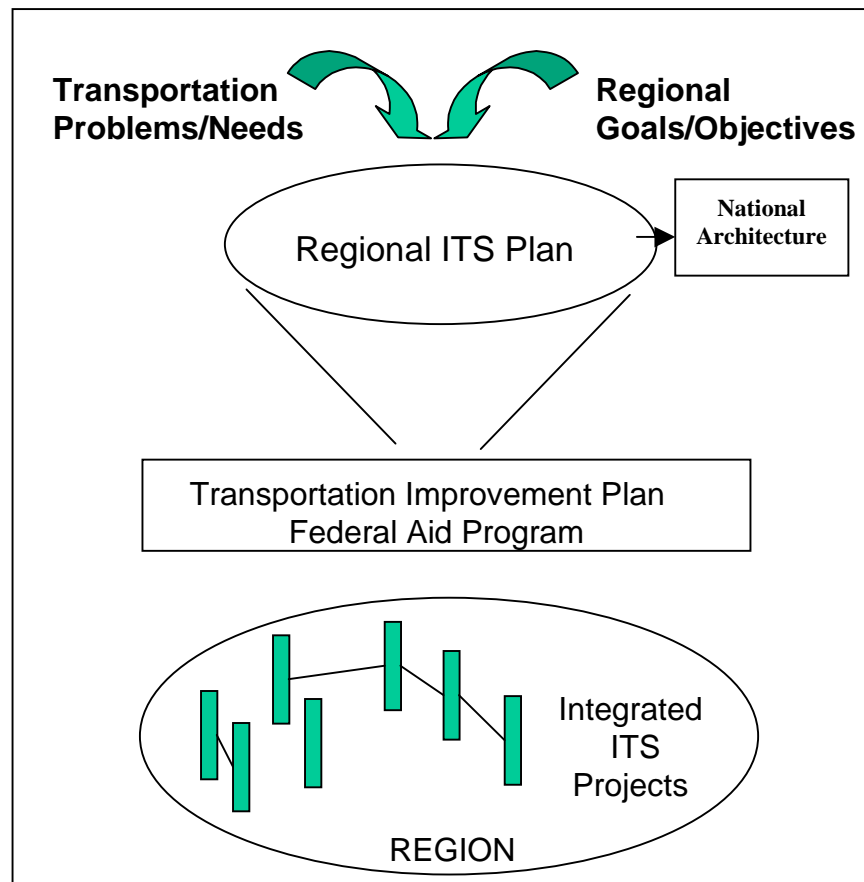- Promote ITS initiatives
- Prioritize ITS goals

Figure 3. Regional ITS Plan Development

Formulating a Regional ITS plan requires periodic revision to adjust to the region's evolving needs and goals. Consequently, the plan is maintained over time and is a long-term asset of the region. If, at some point in the future, it is necessary to expand ITS, then the same plan will facilitate that expansion by supporting interoperability, agreements between transportation agencies, and the use of system interface standards.

Items to consider in developing a Regional ITS Plan include:

- Regional ITS systems architecture
- Stakeholders
- Inventory of existing and committed ITS
- Information sharing needs
- Operation and maintenance requirements
- Phasing of projects and funding
- Evaluation plan

3.2 Project Implementation and Responsibilities

The COATS project will involve research and development leading to the planning, design, evaluation and operation of ITS. Approximately $400,000 of the $900,000 budget is dedicated to the demonstration of "early winner" projects. Because project implementation requires substantial communication, coordination and cooperation, a Memorandum of Agreement (MOA) among the participating entities may be needed. The MOA provides a formalized mechanism by which the public and private sector organizations can agree on existing and proposed improvements within the study area. The areas addressed within the MOA could include:

- organizations involved;
- premise for agreement (i.e., purpose and benefits of participation);
- agreement specifics (goals, description of project/ program/ management oversight);
- term of agreement (length);
- authorized signatures; and
- party responsibilities and budget.

3.3 Overall Planning Process

The overall planning and project selection process will be based on the FHWA ITS Strategic Assessments (Version 2.2). The Deployment Plan will identify "early winner", short-term, medium-term, and long-term improvements. Because the plan will detail ITS improvements by jurisdiction, it will be the responsibility of that jurisdiction to ensure that the defined project meets their individual needs. Projects will also be developed that cross jurisdictional lines. An example of this project type may include the development of a traveler information system by which variable message signs are placed upstream of known high incident locations and in proximity of highway interchanges where motorists make route decisions. The variable message signs could be located in California and Oregon and still be defined as a single project (i.e., traveler information system).

3.4 Early Winner Nomination Process

Because it is important to build political and public support for ITS based on objective research, demonstration and evaluation, and because there are typical projects that have immediate benefits, "early winners" will be identified. The early winner projects are selected to address public identified problems and obvious public sector need.

The following selection process is intended to quantify the relative importance and value of proposed initiatives based on agency and group requirements. Each member will rank each proposed project; the most useful projects will be included in the demonstration plan. The following Project Selection Criteria form is suggested as a vehicle to rank proposed projects. The Steering Committee may choose to modify the criteria in the future.

Once Steering Committee members rank the proposed projects using the prepared ranking form (Figure 4), WTI will ensure that they meet long-term goals and fit within the COATS Project System Architecture and report back to the Executive Director, Steering Committee and Governing Board. Each agency may choose not to participate in a project or decide that the

decision is dependent on the Governing Board's recommendation.

3.5 Project vs. Statewide Strategic Plan

The COATS project's mission is to cooperatively research, develop, demonstrate and evaluate ITS. An important part of the COATS project is to develop a coherent vision of the future "end state" of ITS and its relationship to broader statewide initiatives. The COATS project is a focused bi-state, area-wide ITS plan, which will be coordinated with California and Oregon statewide ITS plans.

COATS "Early Winner" Project Selection Criteria
Suggested Project Ranking Form

Date: _____

Project Title: _____

Agency Representative: _____

	Points (0-10)	Weighted
Value		
Value and sustainability of results and efforts (30%) This is the most important criterion because it rates the value and usefulness of the project. Weighted 30% No Value 0---------------------5-----------------------------10 Highly Valuable		
Sustainability to the COATS Region (20%) This criterion is meant to determine whether or not this is an appropriate project for the Northern California/Southern Oregon Rural ITS Areawide Travel and Safety Improvement Project based on its goals, objectives and consistency with group needs. Weighted 20% Not Sustainable 0-------------------5------------------------10 Very Sustainable		
Project feasibility (15%) Can this project be implemented and completed? Weighted 15% Not Feasible 0----------------------5----------------------- 10 Highly Feasible		
Timeliness of project (15%) To what degree is the proposed project timely to COATS? Is it appropriate at this time? Weighted 15% Not Appropriate 0-------------------5-----------------------10 Very Appropriate		
Cost realism (10%) Does the anticipated cost for the proposed project seem reasonable and appropriate? Weighted 10% Not Reasonable 0-------------------5-----------------------10 Very Reasonable		
National recognition (10%) Does the project "showcase" solutions that may attract increased public or private sector funding from national sponsors? Weighted 10% Not Nat'l in Scope 0----------------5------------------10 Nat'l in Scope		

Subtotal: _____ _____

Total: _____

Figure 4. COATS "Early Winner" Project Ranking Form

4 Stakeholder Outreach

Consensus building is the key to effective transportation planning. Developing a formal approach to a challenge and involving key people in decision making is the first step in this process. As such, it is critical to expand and involve regional stakeholders to increase the likelihood of project success.

4.1 Existing Project Partners

A coalition of users, partners, individuals and organizations with an interest in applying ITS within the region is being established for this project. Initially this partnership has been informal; however, over time and with sufficient interest, it is envisioned that a more formal "coalition" may be established. The purpose of the COATS project will be to enhance communications and participation in the project planning process to include a broader group of potential ITS users, partners or other organizations. To date, project partners have included those stakeholder groups shown in Table 5.

Table 5: COATS Stakeholder Groups

Public Sector	Private Sector
Oregon Department of Transportation • District 5 • District 11 • Region 2 • Region 3 • Region 4 • ITS • Motor Carriers • Traffic Management Section • Transportation Development Branch	Commercial Vehicle Operations • California Trucking Association
California Department of Transportation • Traffic Operations • New Technology and Research • District 1 • District 2	Chamber of Commerce • South Oregon Visitor's Association

Table 5: COATS Stakeholder Groups (cont.)	
City/County Government • City of Burns • Siskiyou County Commission • Plumas County • Humboldt County • Lake County • Mendocino County • Modoc County • Trinity County • Shasta County • Lassen County • Del Norte Local Transportation Commission • Tehama County • Rogue Valley COG	Communications • Driftwood Group Media Services
Police • California Highway Patrol • Oregon State Police	Private Transportation • California Alliance of Advanced Transportation Systems • Oregon Chapter of ITS America
FHWA • California Division • Koin Center, Region 10	
State of California • State Controller's Office	

4.2 Additional Involvement

Typically, in research and development ITS efforts, stakeholders comprise a mix of federal, state, county, and city transportation personnel, but few representatives from non-traditional related disciplines or the private sector. Because the implementation of ITS could involve or affect a wide variety of disciplines, and in order to make Steering Committee meetings (and future stakeholder meetings) more meaningful, representatives from these non-traditional groups should be included. This involvement could be accomplished by a "Friends of the Committee" organizational structure (Figure 3). Stakeholders invited as "Friends of the Committee" would receive invitations from either the Regional Teams or Steering Committee members and correspondence would be transmitted to them for attendance by WTI.

5   Summary and Next Steps

In summary, this working paper provides a starting point for discussions on the COATS project. Additionally, it provides the mission and organizational structure alternatives for consideration by the Regional Teams, Steering Committee, and Governing Board. The next steps to this working paper will be to 1) finalize input on the vision, mission statement, goals and objectives; 2) define the vision conceptually, both written and schematically, and 3) define how ITS is expected to function in a statewide or regional transportation system. A written vision or "theme" provides a description for a wide-ranging audience, from elected officials to field technicians. The vision will provide a general idea of how advanced technologies can be used to solve rural transportation challenges. A schematic vision will be developed that will provide similar benefits and address similar audiences as the written vision. This latter work will be a result of future tasks.